PART THREE

BASE SUPPORT OPERATIONS

The next twelve chapters provide an introduction to BASOPS functions. These functions form the core of installation management and are essential for the overall daily sustainment of all post operations. These functions contribute to quality of life for all tenants and impact directly on the readiness status of the installation as a force projection platform. BASOPS includes supply operations, maintenance of materiel, personnel support, public affairs operations, financial, contracting, environmental, and safety. Base services include transportation and electronic (signal) communications, operation of utilities, maintenance and repair of real property, minor construction, and other engineering support. It also includes security and administrative services (including ADP support) provided by or through activities of the supporting installation.

CHAPTER 7

Training Support

The Army must train continually to develop and maintain combat-ready soldiers and units that can perform mission essential tasks to specific standards. Training builds self-confidence, promotes teamwork and esprit de corps, and develops professionalism in leaders. At the installation level, it is the functional responsibility of the Directorate of Plans, Training, and Mobilization to ensure that the installation is capable of providing efficient, effective, and realistic training support for the units training on the installation as well as responsibilities assigned by AR 5-9. The installation should coordinate training support requirements for the training schedule of Reserve Component personnel with the USAR/TAG.

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INSTALLATION SERVICES AND SUPPORT MATERIALS

The DPTM supervises the training programs of assigned units and ensures that military training requirements and quotas are being met. The installation must be able to assist active and reserve units in conducting their Individual Training and Evaluation Programs and the Army Training and Evaluation Programs.

In addition to services, the installation must also have adequate support materials available to train the force. Ranges and training aids, simulators, devices, and simulations need to be available to the units that train on the installation. These support materials and services must be produced to support both training realism and training standards. Training support materials and services, both in quality and quantity, are essential for the installation's training support effort.

The challenge is to continue to train individuals and units to the required standards. TRADOC will identify training support needs of the Army. It is each commander's responsibility to identify individual and unit training support needs. These needs are passed to the installation planners. These planners purge and validate requirements and forward them to the installation training support center (TSC). In turn, the TSC will forward any requirements beyond its capability to support its MACOM.

TRAINING LAND AND RANGES

The Army Ranges and Training Land Program (RTLP) is under the direction of the DA DCSOPS. The RTLP provides central management and prioritization for planning, programming, designing, and construction of new live fire ranges and the inventory, use, and acquisition of training lands.

A large number of installations will be necessary to support total mobilization. Thus, it may not be possible

to provide all areas with the training land and ranges that ideally are needed. New ranges that are constructed should be multipurpose and adaptable for at least low-level collective training. Maximum use should also be made of existing ranges and training areas. Low-cost upgrading or adaptation of ranges and training areas may be necessary to maximize training options.

The following are considerations that installation and community commanders must take into account when managing and administering the RTLP:

- Determine the number and type of ranges needed to accomplish individual and collective training to support METL developed in accordance with FM 25-100, and integrate requirements into the installation's master plan, RDP, and Five-Year MCA Plan.
- Comply with range availability, scheduled and actual usage objectives prior to initiating and attempting to justify new range and training land requirements.
- Identify live fire and maneuver training land requirements in accordance with TC 25-8 and AR 405-10. Update and forward installation Land Use Requirement Study (LURS).
- Submit the installation RDP to the MACOM for integration into the MACOM RDP. Five-Year Plans will be processed in accordance with AR 415-15, as appropriate.
- Develop procurement, operations, maintenance, and construction resource requirements to support RTLP projects for inclusion in POM submissions in accordance with AR 1-1 and forward to the respective MACOM.
- Identify centrally managed targetry and device requirements to support RTLP projects and forward to appropriate MACOM.
- Review and validate installation Ranges and Training Facilities Reports (Appendix C, AR 210-21) and submit revalidated information to the respective MACOM NLT upon request.
- Establish procedures for the safe conduct of operations on all firing ranges within the installation area of responsibility, including recreational ranges. Ensure that commanders of using units and subordinate organizations and activities designate, train, and certify individuals to perform the duties of range officer-in-charge and range safety officer during tiring periods.
- Identify potential environmental and natural resource impacts early during the planning process in accordance with ARs 200-1, 420-46 and 420-74. Prepare National Environmental Policy Act (NEPA) documentation in accordance with AR 200-2.
- Forward all major safety issues and concerns that have potential Armywide impact to training operations and facilities through the MACOM safety office to TRADOC Communicative Skills Offices (CSO) for Headquarters, DA review, include accurate description of and mitigative action taken pending DA resolution.
- Coordinate with the installation medical activity to ensure that all reasonable measures to prevent adverse health effects are incorporated into range regulations and standard operating procedures. Two examples of adverse health effects are hearing loss and lead poisoning.

TRAINING SUPPORT CENTER (TSC)

Many installation TSCs with their graphic arts, photo, and television production capabilities, in concert with in-house printing plants, will produce lesson plans, lesson materials, graphic training aids, and video tapes for shipment where needed. The TSC training aids fabrication capability will also be used to build many items such as subcaliber devices, targets, simulator games, map-reading aids, and marksmanship aids. The use of outside contractors is encouraged for as many of the following tasks as possible, particularly during full and total mobilization.

Training devices and simulators are used recurringly by units training on the installation. Plans need to be established assuring the availability of their repair parts and the train-the-trainer packages. These plans will be of significant value in the event of mobilization.

At installation level, installation planners identify training support materials and locally produced training devices and mock-ups to the servicing TSC. The TSCs at training centers and service schools will:

- Produce training support material locally where production is possible but cannot be resourced.
- Plan for the production of locally produced devices and mock-ups by having plans and specifications on file.
- Ensure that needed Class IX items will be available.

- Identify all mobilization training support material that is beyond local production capability.

For full and total mobilization, outside contractors will be used for as many of the below tasks as possible. Forethought should be given to the requirements of these contracts in order that adequate statements of work or specifications may be developed rapidly upon mobilization.

- Provide instruction in those military tasks and skills with civilian counterparts, especially in high technology, low-density MOSs.
- Develop and manage devices, simulations, and simulators.
- Manage ADP capability to support the training base in its expanded mobilization responsibilities.
- Conduct new equipment and new organization training.

Key considerations that address how to overcome equipment and facility shortages are described below. While these considerations will be specifically aimed at Initial Entry Training (IET), they can apply to all training on an installation.

Equipment Shortage

- Make maximum use of training aids, devices, and simulators.
- Use equipment pooling and collocation of temporary equipment pools at high-density training sites.
- Use commercial substitute equipment.
- Use obsolete equipment compatible with training portions or all of current tasks.
- Use double-shifting.

Weapons Shortage

- Make use of pooling to enhance scheduling flexibility.
- Use facsimiles for all training not requiring functional weapons.
- Use the Multiple Integrated Laser Engagement System (MILES).

Range Shortage

- Use double-shifting of ranges, and make use of expedient range facilities.
- Use hasty ranges in lieu of normal range facilities.
- Use multipurpose ranges. Constructing a 25-meter line on applicable ranges allows for zone firing with immediate transition to follow-on instruction.

Training Ammunition

- Cease all nonessential firing demonstrations, that is, firepower demonstrations.
- Establish tight controls covering ammunition turn-in procedures to ensure that unused ammunition is available for immediate reissue.
- Use subcaliber ammunition, where feasible.
- Use training aids and devices, that is, Rimfire adaptors, Weaponeer, MILES.

Vehicle Shortage

- Lease or rent nontactical vehicles.
- Use the 10 mile (one-way) walk or ride rule in computing vehicle transportation requirements. This distance may be reduced to 5 miles where lost training time becomes a degraded factor.
- Establish mobile maintenance teams to perform on-site repairs.
- Reduce drivers training by 25 percent, and conduct training concurrently with other training activities.

Facilities Shortage

- Use austere, temporary facilities, such as foam domes and hutments, until support facilities can be set up to mobilization requirements. The Engineer Annex to the Installation Mobilization Plan will provide a more detailed plan.
- Lease or rent civilian facilities.
- Use spartan training facilities, including outdoor facilities, weather permitting.
- Schedule training facilities to achieve maximum use. Schedule classrooms or laboratories on a 24-hour multishift basis, as necessary. Schedule outdoor facilities on a first-to-last basis.
- Make round-robin use of training sites.

INDIVIDUAL TRAINING AND EVALUATION (ITEP) PROGRAM

The DPTM needs to ensure that concern is placed on the testing and evaluating of soldiers on their installations. Two specific locations that come to mind are the installations training centers or the Army Continuing Education System facility. The specific mission of the ITEP is to provide testing support to all eligible soldiers.

There are two areas of service that need to be made available to the installation soldiers. In the area of self-development the installation needs to be concerned with self-development testing (SDT), soldiers SDT notices, and common task tests and administration manuals. In the area of Army personnel testing, installations need to be able to provide for armed forces classification testing, the defense language aptitude battery, the defense language proficiency test, and the officer selection battery.

Installations outlined in Map B-12 of AR 5-9 will ensure coordination of provision of training and audio visual support services for Active Army, ROTC, ARNG, and USAR personnel within their designated geographic area.

THE INTEGRATED TRAINING AREA MANAGEMENT (ITAM) PROGRAM

Environmental considerations, resource conservation, and the need to maintain realistic training areas have become crucial land management issues for most Army installations. The Army must maintain an effective level of combat readiness and at the same time promote good stewardship of the land on which it trains.

The Integrated Training Area Management Program is an automated program being developed by the US Army Construction Engineering Research Laboratory to mitigate land management problems.

THE TECHNOLOGY

ITAM includes six major elements that are integrated to provide US Army land managers with a comprehensive approach to land management. The elements include:

- A comprehensive, multimedia environmental awareness program.
- Standardized long-term land condition-trend analysis (LCTA) program to inventory and monitor Army land.
- Rehabilitation and revegetation technologies.
- Physical erosion control technologies for soil containment and runoff control under training conditions.
- Computerized decision support systems that can include analytical and color graphics capabilities for planning, scheduling, and land maintenance.
- Integration of the training mission with natural resource requirements.

The long-term gains for the installation using ITAM system center on:

- More realistic training experiences which, in turn, enhance Army readiness and fighting capabilities.
- Reduction in the cost of land management and training.
- Increased potential to acquire or lease new lands due to a good land management reputation.
- Also see environmental management.

MOBILIZATION CONSIDERATIONS

To meet training requirements and to assist the training base in its mobilization role, installation planners must assure that USAR training divisions and separate training brigades sustain their proficiency in conducting MOB POI. These units must train periodically at the installation where they will mobilize. Therefore, close and continuous planning with installation planners is necessary.

USAR forces schools must sustain their proficiency for validated mobilization missions in accordance with alignments in the TRADOC Mobilization and Operations Planning System.

TRADOC service schools must consider using qualified civilian instructors in their training support effort, either as members of their staffs or under contract.

Although the mission of TRADOC is individual and collective training, some individual training, due to the work load, will have to be conducted when a soldier gets to his unit. A decision to expand the training base initial entry training capacity by using units within the operating forces in an institutional training role will be made at Headquarters, DA. Detailed strategies and planning assumptions for expanding the training base are contained in the Training and Mobilization and Planning System (TMOPS).

The MOB POI and MOB Army Program for Individual Training (ARPRINT) are key documents for

the installation mobilization planner. The MOB POI serves as a resource document, while the installation's MOB ARPRINT load determines the number of courses. Together they allow the installation planner to build a picture of the total resource requirements for conducting IET. At this point and with all other installation missions in mind, the installation planner will apply training strategies to stretch the known resources as far as possible.

Training support materials and services will be the key alternative means of overcoming many of the time and resource constraints. Mobilization plans throughout the training base will identify and document the training support needed to meet the surge in training requirements. Where mobilization training materials can aid the peacetime training base, procurement action will be taken. However, if peacetime budget constraints make procurement impossible, requisition details will be completed and pre-positioned at installation TSCs.